

# BUSINESS PROCESS REENGINEERING - ARCHIVED LIST

No.	Initiative/ Topic	Goal/Objective	Core Function	Present Status	Previous Status	Est Comp Date	IT Impact	Results
1	<b>End-To-End Control Mechanism</b>	Develop a unique mechanism that allows complete tracking of FMS orders from distribution of OA through final deliveries of goods and/or services. This particularly applies to major end items and non-catalog items.	Case Execution	<p>-- OUSD(C) studying "commitment accounting" from commitment through expenditure. However, end-to-end needs to start <i>upon obligation</i> of funds.</p> <p>-- CEMIS is being designed to be an official feeder system to the accounting system and will include funds distribution. End-to-end control mechanism is being included in CEMIS.</p> <p>-- Status remains same. CEMIS will provide capability to track orders from the commitment stage through delivery via CIN.</p> <p>-- In addition to above, DoD sponsored initiatives such as Unique Identification and Wide Area Work Flow will also aid in this process.</p>	<p>-- DFAS stated that the long line of accounting could not accommodate such a mechanism. MILDEP domestic logistics systems did not have a means to accommodate this mechanism.</p> <p>-- Mtg. with OSD Compt successful.</p> <p>-- Oversight group reviewing "long line of accounting" to determine whether that will meet CEMIS requirement.</p> <p>-- OSD Compt. doing major financial review. Meanwhile, we will continue internal ORD refinement within CEMIS.</p>	FY 07 (pending CEMIS deployment)	High	<p>-- Assignment of Commitment Identification Numbers (CIN) at IA level will accomplish the objective.</p> <p><b>-- Moved to Archived List Mar 03 and progress to be monitored.</b></p>

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2	<b>Customer Satisfaction Index (CSI)</b>	-- Create a web-based mgt system that measures customer satisfaction -- Create a mgt tool that effects improvements and directs resources where needed	Other SC & Organizational Support	-- To be included in funding requests for FY 05 & 06 Security Assistance POM.  <b>Director's tasking, 3 Jun 04:</b> SP with IT and ther MILDEPs – re-look the CSI. Get with MILDEPs and develop a way to do it more simply. Seek a process that is cost-effective. Involve the IT Directorate in the technical challenge (e.G., Navy's claim that NMCS won't allow for an electronic CSI.	-- Software Package to AF and Navy  -- Budget  -- DSCA participation to be determined  -- Navy and Air Force briefed and given software (Nov-Dec 01); have identified technical challenges; considering next steps.  -- Navy implemented a manual system while NMCI implemented.			-- Briefed to Director in Mar 04 as part of Reinvention "Report Card" effort under Transformation.  <b>"Report Card" briefing conducted in Apr 04.</b>

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3	<b>Supply Discrepancy Report (SDR) returning material process using U.S. Bank Power Track System</b>	Expand Power Track to other MILDEPs and Agencies. Institute a completely electronic payment tool that eliminates paper from the freight payment process by automatically paying carriers and electronically billing shippers; auditing and record keeping are done electronically as well. Power Track enables asset visibility and shipment control by using one contract carrier for door-to-door transportation	Case Execution and Case Closure	<p>-- This will require additional information/ research before it can be addressed.</p> <p>-- Essentially on hold, no significant progress being made as of mid-Sep 02.</p> <p>-- Moved to Archived List Mar 03.</p>	<p>-- DOD adopted Power Track as its standard method to pay contracted carriers for the armed forces, National Guard, DLA, and TRANSCOM.</p> <p>-- Norway recommends expanding to other MILDEPs.</p>			<b>-- This action handled now by the transportation team.</b>

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4	<b>Worldwide Warehouse Redistribution Services (WWRS)</b>	Facilitate approved customers in their selling and purchasing of excess FMS parts and support equipment	Case Execution	<p>-- Tri-service WWRS holding accounts have been established (policy memo is on web).</p> <p>-- On-going review</p> <p>-- Head services have the lead and option for implementation.</p> <p>-- Moved to Archived List Mar 03.</p>	<p>-- This is a "Best Practice" as submitted to IPT #4.</p> <p>-- WWRS was approved as an official program by DSCA on 26 Jun 01.</p> <p>-- USAF will host a meeting with reps from the three MILDEPs to discuss how to make WWRS a tri-Service program.</p> <p>-- USAF has met with each of the MILDEPs and DLA.</p>			

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5	<b>Graduate Studies</b>	-- Need for broader sense of community and enhanced professional development in International Affairs community. -- Need for targeted workforce development and training.	Organizational Support	Worldwide message released in Apr 04 announcing 05 GMAP class.  <b>Director's tasking, 3 Jun 04:</b> DSCA Directors and DISAM Commandant – Identify the leaders of the future – the hard chargers for whom an advanced degree would help in their professional development. DISAM, in coordination with Business Operations – follow-up on the other actions identified (i.e., the pool of candidates will be expanded to include international affairs personnel in OSD; affiliation with OPM will be explored; after an initial evaluation of the present process, the feasibility of funding students to other accredited schools will be explored.	-- Briefed as deliverable at Sep 01 Security Cooperation Conference  -- Research and analysis to down-select appropriate graduate studies programs completed in Nov 01.	FY 04		-- First class started Mar 04.  -- Recruiting for Mar 05 class started.  <b>“Report Card” briefing conducted in Apr 04.</b>

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6	<b>Internship Program</b>	Force Renewal – recruitment and development of capable personnel to effectively perform within the International Affairs career field.	Organizational Support	<p>-- AF and Army plan to recruit so as to place interns during FY 05/06.</p> <p><b>Director’s tasking, 3 Jun 04:</b> DISAM, check with Business Operations on the cost per intern DISAM with MILDEPs – re-group and re-define the internship program. Sit down with the MILDEP reps and determine what steps must be taken to get something going in the Army and Air Force – engage the Navy for lessons learned.</p>	<p>-- Briefed as deliverable at Sep 01 Security Cooperation Conference</p> <p>-- Guidelines approved by Director, DSCA on 23 Sep 02.</p> <p>-- Army is coordinating with Logistician Internship Program.</p> <p>-- Navy Acquisition Internship Office will provide IA interns to Navy at no cost. Program is up and running.</p> <p>-- AF has created a separate IA internship program.</p>			<p>-- AF had 160 inquiries.</p> <p>-- Interns on board (Navy) are good and are contributing to the overall mission.</p> <p><b>“Report Card” briefing conducted in Apr 04.</b></p>

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7	<b>Career Development and Certification</b>	To enhance professionalism and develop civilian personnel to support International Affairs in the 21 <sup>st</sup> Century	Organizational Support	<p>-- DISAM developing master data base for centralized management.</p> <p><b>Director's tasking, 3 Jun 04:</b> DISAM – draw up talking points for this program and the other workforce initiatives programs, staff with the directors and give to LPA to include in “stump” speeches; and follow-up on the other actions identified (i.e., development of a centralized automated management support system at DISAM; potential expansion of the program to support contractor personnel; take efforts to conform the program to the formal requirements of the personnel management system; Director and Deputy Director undertake public advocacy in speeches; implement within DSCA Headquarters by the Fall 2004; and develop metrics to measure success.</p>	<p>-- Navy and AF plans approved by Dir, DSCA on 11 Aug 02.</p> <p>-- Army certification program approved by the Director, DSCA on 17 Jun 03.</p> <p>-- Resources for certification programs to be requested through programming process.</p>			<p>-- Resounding endorsement by MILDEPs and DSCA.</p> <p>-- Impacts the most people in the most positive manner.</p> <p>-- Lt Gen Walters' legacy.</p> <p><b>“Report Card” briefing conducted in Apr 04.</b></p>

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8	<b>Tighten-up Business Metrics via SCDF forum</b>	Identification of business metrics and standard performance measures	Other Security Cooperation	Revised metrics reviewed at quarterly SCDF meetings.	Developed by IPT #4 Tiger Team	Ongoing		
9	<b>Identify “One Step in the LOR/LOA Process that will produce value added if it is eliminated or stopped”: Reducing the Number of Cancelled LOAs</b>	Institution of providing pre-LOR responses to a country with a letter that is non-binding on the customer or USG. The idea is to minimize the workload on the IAs and DSCA; provide a more timely response to the customer; and improve the quality of information that we provide to the customer.	Case Development	Major staff concerns over how best to proceed, or whether to proceed. Need to review and regroup.	That the idea of a letter response to the customer be evaluated by P3 and a report rendered to the Director, DSCA.			This is actually included in the Active List issue #5: Qualitative and Quantitative Analysis of FMS Business Activity where it was moved forward from the list of Innovative ideas.



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10	<b>Look for suitable tasks/projects for a Process Action Work Out Team (PAWOT) to look at the LOR/LOA process</b>	Jump start major efficiencies in LOR/LOA process	Other Security Cooperation	Continue to examine all new BPR initiatives for possible applicability.	-- Based on determination regarding Best Practices (#10 and 11 on the Active List) convoke a PAWOT. -- IPT #4 recommended placing on hold until after Security Cooperation 2001 held in late Sep 01.	On-going		
11	<b>Develop web page utilizing E-commerce to conduct FMS</b>		Other Security Cooperation	Presently constrained by DSCA-mandated "brown-out".				
12	<b>SA Career Field</b>	Develop Security Assistance Career Field	Organizational Support					
13	<b>Training: Develop case preparer handbook. Report for exportation.</b>		Organizational Support	DSAMS and SAMM rewrite will resolve this issue.				SAMM completed 3 Oct 03.

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14	<b>Restructure SA Offices</b>	Restructure/ Realign Security Assistance offices to eliminate redundancies. Develop for exportation.	Organizational Support	<p>-- Compt tasker issued to MILDEPs to identify points of contact to clarify responsibilities.</p> <p>-- Feedback received from MILDEPs.</p>	<p>-- Finalizing plans to implement "as is" documentation for remaining SA processes. Then restructure/ realign workload/ responsibilities to eliminate redundancies</p> <p>-- PBC will aid MILDEPs in addressing this issue.</p> <p>-- Policy Memo 02-48, Dec 02, signed – issued policy case review requirements.</p>	Ongoing		
15	<b>Identify "One Step in the LOR/LOA Process that will produce value added if it is eliminated or stopped": Elimination of NC charges</b>	Improve efficiency and save time in LOR/LOA processing	Case Development	<p>-- Major staff concerns over how best to proceed, or whether to proceed. Need to review and regroup.</p> <p>-- Moved to Archived List in Mar 03.</p>	That proposal be studied by P3 in consultation with DSCA COMPT, GC and LPA and that P3 report to the Director, DSCA.			

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16	<b>LOR by E-Mail</b>	This initiative would provide an alternative to conventional mail for customers willing to use electronic mail for submission of LORs to the US Government. Nothing would change with the source document itself or the authorization of the international customer parties releasing the LOR and the USG parties acting on the receipt of the LOR.	Case Development	<p>-- DSCA to meet internally to discuss</p> <p>-- DSCA Policy Letter implementing the process is expected shortly.</p> <p>-- Naming convention or E-Mail to CPD : both are acceptable protocols.</p> <p>-- Moved to Archived List in Oct 03.</p> <p><b>Major success within DSCA, but there remains potential for further expansion. P3, P2 to follow-up.</b></p>	<p>-- IPT #4 at final meeting gave IT go ahead to draft a proposal and get out for comment. Norway, Canada and Australia also volunteered to be test countries.</p> <p>-- State PM Bureau willing to participate.</p> <p>-- The concept has been coordinated throughout DSCA, the Services, State and international customers.</p> <p>-- A successful test was conducted with Australia.</p> <p>-- DSCA has established a central mailbox (LOR-DSCA@dsc.mil) for copies of all LORs sent to DSCA, and State has established a similar central mailbox.</p> <p>-- To aid in record keeping and potential future automation (including DSAMS), a standard naming convention will be used for the e-mail attachment file name and Subject line to ensure uniqueness and consistency.</p>	14 Mar 03		<p>-- DSCA Policy Memo Issued, Allows LORs in a variety of formats.</p> <p>-- DSCA still looking for a central mailbox for E-LORs.</p>

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17	<b>Reimbursement of Transportation Charges Associated with SDR</b>  <b>Moved to Archived List 1 Apr 04</b>	Improve efficiency and timeliness.	Other Security Cooperation	-- DSCA met with USG FMS community to develop appropriate reimbursement policy.  -- As of early Oct, all coordinations received. Action is with Director, DSCA, for signature and release.  -- Policy is retroactive to 1 Oct 03 (date refers to when the discrepant materiel SDR was approved).  -- Business Operations has handed this off to DoD Comptroller  -- Once Chapter 8 of the FMR is published, incorporating the new policy, then the issue will be completed and can be dropped from the Archived List.	-- Policy Matrix in staff coordination as of Nov 01.  -- -- COMPT/RM recommends continual tracking because of customer interest.	1 Oct 03		-- DSCA Policy Memo 03-15 issued 6 Oct 03.

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18	<p><b>Increase ILCO Flexibility for determining support methods for delivering goods and services identified on LOA, and/or amendment / modification documents.</b></p> <p><b>Moved to Archived List 1 Apr 04</b></p>	Allow ILCOs flexibility to establish different support arrangements with each intl. customer that permits/directs how orders are processed & where orders are routed. This process will allow orders to bypass the DoD supply system and go directly to vendors; and allow customers to direct orders to specific vendors without sole source approval.	Other Security Cooperation	<p>-- Metals Prime Vendor initiative is one example.</p> <p>-- More specificity is required. Need a proposal to continue working on this requirement.</p> <p>-- NAVICP briefed their general overview to DSCA on 23 Apr 04.</p> <p><b>Now being picked-up under normal Transformation Task Force activities.</b></p>	<p>-- May result in cost savings to international customers by bypassing the DOD infrastructure.</p> <p>-- International customers have expressed interest in this initiative.</p> <p>-- DSCA needs more information on this initiative.</p> <p>-- USAF needs to submit a fully coordinated and staffed Issue Paper on this matter.</p> <p>--Discussed at ILCO Symposium 26-27 Aug 03.</p>			Need specifics – will re-open as a new topic when specific issue provided.